

**CITY OF MIAMI BEACH
COMMISSION ITEM SUMMARY**

**Condensed Title:**

A Resolution Accepting the City Manager's Recommendation Pertaining to the Ranking of Firms for Valet Parking Services, Authorizing the Administration to Enter into Negotiations, and Authorizing the Mayor and City Clerk to Execute an Agreement for Valet Parking Services at the Miami Beach Convention Center, Jackie Gleason Theater of the Performing Arts, and Other City Property as May be Required.

Issue:

Shall the Commission Adopt the Resolution?

Item Summary/Recommendation:

On July 23, 2004, RFP No. 34-03/04 was issued which resulted in the receipt of proposals from Selig Parking, Inc d/b/a AAA Parking; Boca Parking Systems, Inc.; Gold Star Parking, Inc.; Imperial Parking (U.S.), Inc.

Due to the expiration of the contract with Gold Star, a month to month agreement has been agreed to between the City and Gold Star Parking, Inc. until the competitive proposal process is complete.

An Evaluation Committee appointed by the City Manager reviewed the proposals, listened to presentations from the proposers, engaged in question and answer sessions with each of the proposers, then scored and ranked the four proposals.

Selig Parking, Inc. d/b/a AAA Parking's presentation and proposal emphasized their being a 'hospitality company' as opposed to a parking company. All of their employees go through hospitality training, with the belief their image as the first point of contact as a client arrives at a venue represents the venue. The Committee Members all found the firm and their presentation to be professional in terms of their customer friendly attitude, appearance requirements and experience with large facilities. It was pointed out that AAA Parking is innovative in their ideas, the firm has a local management presence, as well as a strong parent company that is debt-free. In addition to their qualifications, AAA Parking's proposal represented the highest financial return to the City of the four proposals.

Four out five Committee Members ranked Selig Parking, Inc. d/b/a AAA Parking as number one. Due to there being no close second choice in the scoring, four out of five Committee Members voted to recommend only negotiating with the top-ranked firm of Selig Parking, Inc. d/b/a AAA Parking. The City Manager concurs with the Committee's recommendation relative to Selig Parking, Inc. d/b/a AAA Parking being the top-ranked firm, but believes that it is in the City's best interest to also recommend a second-ranked and third-ranked firm in the event negotiations are unsuccessful with the top-ranked firm of Selig Parking, Inc. d/b/a AAA Parking.

ADOPT THE RESOLUTION.**Advisory Board Recommendation:**

N/A

Financial Information:

Source of Funds:	Amount	Account	Approved
	\$0.00	This is a revenue generating service with no cost impact to the City	
Finance Dept.			

City Clerk's Office Legislative Tracking:

Gus Lopez, ext. 6641

Sign-Offs:

Department Director	Assistant City Manager/CFO	City Manager
SF		JMG

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AGENDA ITEM

A76

DATE

1-12-05

CITY OF MIAMI BEACH

CITY HALL 1700 CONVENTION CENTER DRIVE MIAMI BEACH, FLORIDA 33139
www.miamibeachfl.gov



COMMISSION MEMORANDUM

To: Mayor David Dermer and
Members of the City Commission

Date: January 12, 2005

From: Jorge M. Gonzalez
City Manager

Subject: A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, ACCEPTING THE RECOMMENDATION OF THE CITY MANAGER PERTAINING TO THE RANKING OF FIRMS PURSUANT TO REQUEST FOR PROPOSALS (RFP) NO. 34-03/04 TO MANAGE AND OPERATE THE VALET PARKING SERVICES AT THE MIAMI BEACH CONVENTION CENTER, JACKIE GLEASON THEATER OF THE PERFORMING ARTS, AND OTHER CITY PROPERTY AS MAY BE REQUIRED; AUTHORIZING THE ADMINISTRATION TO ENTER INTO NEGOTIATIONS WITH THE TOP RANKED FIRM OF SELIG PARKING, INC. D/B/A AAA PARKING; AND SHOULD THE ADMINISTRATION NOT BE ABLE TO NEGOTIATE AN AGREEMENT WITH THE TOP-RANKED FIRM, AUTHORIZING THE ADMINISTRATION TO NEGOTIATE WITH THE SECOND-RANKED FIRM OF IMPERIAL PARKING (U.S.), INC.; AND SHOULD THE ADMINISTRATION NOT BE ABLE TO NEGOTIATE WITH THE SECOND-RANKED FIRM, AUTHORIZING THE ADMINISTRATION TO NEGOTIATE WITH THE THIRD-RANKED FIRM OF GOLD STAR PARKING, INC.; AND FURTHER AUTHORIZING THE MAYOR AND CITY CLERK TO EXECUTE AN AGREEMENT UPON THE COMPLETION OF SUCCESSFUL NEGOTIATIONS BY THE ADMINISTRATION.

ADMINISTRATIVE RECOMMENDATION

Adopt the Resolution.

ANALYSIS

It is the City of Miami Beach's intent to retain the highest quality valet parking service for the patrons of the Jackie Gleason Theater of the Performing Arts, 1700 Washington Avenue, Miami Beach, Florida, at the Miami Beach Convention Center, 1901 Convention Center Drive, Miami Beach, Florida ("Convention Center"), and at other sites within the City of Miami Beach. The City of Miami Beach ("City") has contracted valet parking services for the Jackie Gleason Theater and for the Convention Center since October 1, 1986, and the City wishes to continue providing such parking services to patrons of both facilities, even when events are scheduled simultaneously at both facilities.

The Mayor and City Commission at its January 14, 2004 meeting authorized the Administration to issue a Request for Proposals (RFP) for the valet parking services at the Miami Beach Convention Center, Jackie Gleason Theater of the Performing Arts, and other City property, as may be required. At that time, the existing concession agreement with Gold Star Parking Systems for valet parking service was to have

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expired on September 15, 2004, with no options for renewal. This necessitated a competitive bidding process vis-à-vis the issuance of an RFP (Request for Proposals) in order to procure this service.

RFP PROCESS

On March 1, 2004 RFP No. 20/03-04 was issued and notices sent to over 30 firms, which resulted in the receipt of six proposals from the following firms:

Selig Parking, Inc d/b/a AAA Parking
AmeriPark, Inc. (Atlanta Valet Parking, Inc.)
Boca Parking Systems, Inc.
Gold Star Parking, Inc.
Imperial Parking (U.S.), Inc.
USA Parking System, Inc.

Upon review of the proposals, all six were deemed to be non-responsive for not meeting the minimum requirements. On June 28, 2004, letters were sent to the six firms advising them that the City Manager would be exercising his authority to reject all proposals and re-issue the proposal for this project.

On July 23, 2004, RFP No. 34-03/04 was issued with the minimum requirements modified so as to encourage competition, while at the same time addressing the needs of the City. This RFP resulted in the receipt of four proposals from the following firms:

Selig Parking, Inc d/b/a AAA Parking
Boca Parking Systems, Inc.
Gold Star Parking, Inc
Imperial Parking (U.S.), Inc.

Due to the impending expiration of the existing contract with Gold Star, a month to month agreement had been agreed to between the City and Gold Star Parking, Inc. until the competitive proposal process is complete.

On October 26, 2004 the City Manager via Letter to Commission No. 277-2004 appointed an Evaluation Committee (the "Committee"), consisting of the following individuals:

1. Miguel Beingolea, Parking Operations Manager/Off-Street Parking- CMB
2. Roamy Valera, Deputy Executive Director- Miami Parking Authority
3. Doug Tober, General Manager - SMG
4. Mitch Wentworth - Lincoln Road Marketing
5. Ed Ponder – South Florida Concierge Association
6. Adrian Gonzalez –David's Café
7. Joe Fontana – Convention Center Advisory Board

Ed Ponder and Adrian Gonzalez were unable to serve on the Committee due to conflicts with scheduling.

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The City Manager appointed Doug Tober as the Chair of the Committee.

The Committee convened on November 10, 2004 and was provided with an overview of the project, information relative to the City's Cone of Silence Ordinance, and the Government in the Sunshine Law. The Committee then discussed the proposals and decided in order to make a fair recommendation, it would be beneficial to have the firms present an overview of their proposals to the Committee.

The Committee reconvened on December 6, 2004 to listen to presentations from the four proposers. After each presentation, the Committee engaged in a question and answer session with the presenters.

Upon completion of the presentations, the Committee deliberated each of the proposals and the corresponding firm's presentation.

Boca Parking Systems, while deemed eager and responsive, is a small, young, firm with limited experience in dealing with the type of venues the City requires valet services. It was discussed that Boca Parking Systems does well in Palm Beach County and has the valet business with the Palm Beach Convention Center, however the Committee believed the City's venues are the wrong place for a young hungry firm to attempt to expand their business.

Imperial Parking has been in the valet business for a number of years, however the firm lacks similar experience in South Florida. While the Imperial Parking representatives expressed a desire to expand into Miami and Miami Beach venues, there was no corporate representation at the meeting, given the impact this project would have on Imperial's business in this region. There was also no mention of customer service in their presentation.

Gold Star Parking, being the incumbent for the last several years, could not address any areas that they deemed needed improvement relative to their image, when questioned by the Committee. While the firm is familiar with the City's current situation, the client feedback has been that of a weak image due to poor signage, unkempt uniforms, and lack of courteous customer service. Doug Tober had summarized the feedback from the Convention Center's two largest shows over the years, indicating that Gold Star's service has consistently been rated poor, with little to no corrective action on their part. There was a lack of critical communication, and staffing-up for large events was a challenge. Other Committee Members, with the exception of Joe Fontana, all expressed Gold Star's lack of enthusiasm, lack of aggressiveness and lack of willingness to evolve with the City over the years. The presentation did not provide any new ideas and purported to remain status quo. Given this was the last year of a multiple year contract, it was pointed out that this was an opportunity for the firm to excel and have a banner year in terms of service. Instead, four out of five Committee Members indicated the customer service issues were too critical for complacency on the part of Gold Star, and believed it was time for a fresh approach.

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Selig Parking, Inc. d/b/a AAA Parking's presentation and proposal emphasized their being a 'hospitality company' as opposed to a parking company. All of their employees go through hospitality training, with the belief their image as the first point of contact as a client arrives at a venue represents the venue. The Committee Members all found the firm and their presentation to be professional in terms of their customer friendly attitude, appearance requirements and experience with large facilities. It was pointed out that AAA Parking thought 'outside the box' with their innovative ideas. The firm has a local management presence as well as a strong parent company that is debt-free. In addition to their qualifications, AAA Parking's proposal represented the highest financial return to the City of the four proposals.

The Committee was instructed to rank and score each proposal pursuant to the evaluation criteria established in the RFP, which was as follows (total possible 100 points):

<u>Evaluation Criteria/Factors</u>	<u>Weight</u>
▪ Proposer's Experience with Similar Contracts	25%
▪ Fixed Monthly Payments to the City	25%
▪ Completeness of Proposed Operational Plan	20%
▪ Qualification of Personnel/Staff Pattern	15%
▪ Evidence of Financial Stability	15%

The Committee then scored and ranked the firms as follows:

	Boca Parking		Imperial Parking		Gold Star Parking		Selig d/b/a AAA Parking	
	Score	Ranking	Score	Ranking	Score	Ranking	Score	Ranking
Miguel Beingolea	40	4 th	70	2 nd	53	3 rd	98	1 st
Roamy Valera	75	4 th	80	2 nd	80	3 rd	100	1 st
Doug Tober	65	2 nd	50	4 th	55	3 rd	90	1 st
Mitch Wentworth	61	4 th	70	2 nd	69	3 rd	92	1 st
Joe Fontana	45	3 rd	30	4 th	85	1 st	65	2 nd

Four out five Committee Members ranked Selig Parking, Inc. d/b/a AAA Parking as number one. Due to there being no close second choice in the scoring, four out of five Committee Members voted to recommend only negotiating with the top-ranked firm of Selig Parking, Inc. d/b/a AAA Parking.

The City Manager concurs with the Committee's recommendation relative to Selig Parking, Inc. d/b/a AAA Parking being the top-ranked firm, but believes that it is in the City's best interest to also recommend a second-ranked and third-ranked firm in the event negotiations are unsuccessful with the top-ranked firm of Selig Parking, Inc. d/b/a AAA Parking.

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Attached are excerpts from the Selig Parking, Inc., d/b/a AAA Parking's proposal relative to their experience and qualifications, key personnel that will be involved in this project, and the proposed operational plan.

Also attached is a summary of the proposed revenue to the City from the four firms, as provided in their proposal packages.

CONCLUSION

The Administration recommends that the Mayor and City Commission approve the attached resolution, which recommends the acceptance of the ranking of the firms and authorizes the Administration to enter into negotiations with the top-ranked firm of Selig Parking Inc. d/b/a AAA Parking; and should the Administration not be able to negotiate an agreement with the top-ranked firm, authorizing the Administration to negotiate with the second-ranked firm of Imperial Parking (U.S.), Inc.; and should the Administration not be able to negotiate an agreement with the second-ranked firm, authorizing the Administration to negotiate with the third-ranked firm of Gold Star Parking, Inc.; and further authorizing the Mayor and City Clerk to execute an agreement upon the completion of successful negotiations by the Administration.

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Commission Memo
 RFP 34-03/04 – Valet Parking Services at the Miami Beach Convention
 Center, Jackie Gleason Theater of The Performing Arts, and Other City
 Property as May Be Required
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 Attachment

Proposed Revenue to the City of Miami Beach from Valet Parking Services

Selig Parking Inc. d/b/a AAA Parking	Imperial Parking (U.S.), Inc.	Gold Star Parking, Inc.	Boca Parking Systems
Fixed Monthly Payment to the City of \$6525 per month, totaling \$78,300 per year	Fixed Monthly Payment to the City of \$4500 per month, totaling \$54,000 per year	Fixed Monthly Payment to the City of \$5000 per month, totaling \$60,000 per year.	Fixed Monthly Payment to the City of \$5417 per month, totaling \$65,000 per year
Plus 45% of gross parking revenue exceeding \$225,000 per contract year	No further revenue to City	No further revenue to the City	Or \$2.00 per vehicle parked



We're At Your Service.

August 18, 2004

City of Miami Beach
Procurement Division
Miami Beach City Hall
1700 Convention Center Drive, Third Floor
Miami Beach, FL 33139

Attn: Gus Lopez, CPPO, CPPB
Procurement Director

Re: Response to RFP No. 34-03/04

Dear Mr. Lopez:

I am pleased to submit our proposal to provide valet parking services at the Miami Beach Convention Center, Jackie Gleason Theater of the Performing Arts, and other city property as may be required. We would welcome the opportunity to present our ideas in person and our formal presentation can be arranged at your request.

As a subsidiary of Selig Enterprises, Inc., Atlanta, Georgia, we are the oldest and most stable parking management company on the East Coast. We are in service to many office, hospital, university, hotel and event facilities, such as the Orlando Centroplex which includes the TD Waterhouse Centre, Bob Carr Performing Arts Centre, Tinker Field, Expo Centre and the Florida Citrus Bowl. AAA Parking also operates the Southeast's largest convention center, the Georgia World Congress Center and Georgia Dome in Atlanta. In South Florida, AAA Parking serves the Miami Marriott Airport, the Eden Roc Resort & Spa, the Cadillac Courtyard and Courtyard Miami Beach. Many of our hotel operations include large convention center space, such as Marriott's largest property, the Orlando World Center Marriott and Convention Center. I invite you to please call the Marriott's General Manager, Peter Kacheris at 407-239-4200, for more information about our performance over the past six years. I also invite you to contact any of the references in our proposal.

Attached is AAA Parking's response to RFP #34-03/04. Please call for questions or clarifications to our proposal at 404.525.5959 or fax to 404.522.0925. My e-mail address is rwilliams@aaaparking.com.

I look forward hearing from you.

Sincerely,

A handwritten signature in cursive script that reads 'Ron Williams'.

Ronald F. Williams
President

Company Structure:

Name and Officers of the Firm:

Selig Parking, Inc. d/b/a AAA Parking
376 Spring Street NW
Atlanta, Georgia 30303
a Georgia Corporation

Phone: 404.525.5959
FAX: 404.523.3553

Ronald F. Williams, President
Robert C. Riddle, Vice-President
Mason Mehrjerdian, Vice-President

Ownership and Principal Officers:

Selig Enterprises, Inc.
1100 Spring Street, N.W., Suite 550
Atlanta, Georgia 30309
a Georgia Corporation

Phone: 404.876.5511
FAX: 404.875.2629

S. Stephen Selig, III, President and Chairman
Cathy Selig, Vice-President

Company History

AAA Parking has been in continuous business since the founding of the company in 1956. Throughout its forty-eight year history, AAA Parking has fulfilled every contractual obligation including all leases and management agreements. By generating maximum revenue for the owner and by providing the utmost personal service to the customer, AAA Parking has established long-term business relationships with many property owners and investors in the Southeastern United States.

One of the South's oldest and most established real estate holding companies recognized the outstanding attributes of AAA Parking over twenty years ago. Selig Enterprises, Inc. acquired AAA Parking in 1981. The combination of the two historical Atlanta entities assembled one of the most financially sound parking companies in the country. This stability, along with both companies' dedication to personal service and unparalleled reputation for integrity and professionalism in operations, comprises the Southeast's most prestigious parking management company.

Presently AAA Parking operates nearly 200 properties in Tennessee, North Carolina, Georgia, Alabama, Florida and Missouri. These properties consist of multi-level garages and decks, surface lots and event parking operations. Also included are over 17 upscale hotel valet and self-parking locations. Altogether, AAA Parking manages over 50,000 parking spaces daily.

AAA Parking has also been of service to many of Atlanta's major local or international events during the past several years. In fact, the company served as the official parking operator for the 1996 Summer Olympic Games Park-n-Ride Lots. This high magnitude event included hiring and training of over 450 additional personnel and managing over 35,000 additional parking spaces. Besides the Olympic Games, AAA Parking served also as the main official parking operator for XXXIV Super Bowl (January 31, 2000 in Atlanta). These extremely successful endeavors for the City of Atlanta are firm testimony of AAA Parking's ability to manage any caliber of parking management project.

Statement of Proposed Operational Plans

Staffing Plan

AAA Parking shall implement an operational plan with one objective: To provide the highest level of valet parking services to patrons of The Miami Beach Convention Center, Jackie Gleason Theatre of the Performing Arts and other City property in the most efficient manner possible.

This plan shall be accomplished with a staff of professionals trained to provide excellent service within the valet parking industry. The proposed project manager, Manuel Grossy, has twenty years of parking industry experience and has managed multiple properties in South Florida including the Eden Roc Resort & Spa, Miami Airport Marriott, and two Courtyard by Marriott properties in Miami Beach, as well as various restaurants and nightclubs.

Diego Ceballos and Weslin Liman are proposed to provide daily supervision of all operations. Both men have ten years of experience in hotels and both are degreed in hospitality.

AAA Parking will utilize only experienced valet attendants for the City of Miami Beach project. An extensive training program is required of all valet personnel prior to beginning employment regardless of previous experience. AAA Parking realizes the importance of proper training to maintain high service standards. Every employee is subject to a ninety-day probationary period, where zero tolerance rules apply.

Valet parking attendants will be scheduled as needed for the events at the various locations. While staffing requirements will vary based upon the size of the event, adequate staffing will be provided to ensure no customer will wait more than two minutes before being assisted and no more than 10 minutes for delivery of their vehicle. The following staffing ratio shall be utilized based upon the number of cars expected:

Operations Manager	1 per event	Supervisor	1 per 50 cars
Valet Attendant	1 per 15 cars	Cashier	1 per 100 cars

Additional staffing may be added with minimal notice. More than 150 AAA Parking employees are located in the South Florida area.

Statement of Proposed Operational Plans

Equipment

AAA Parking shall purchase, at its sole expense, two Park-O-Mate Controller Series II Revenue Control Systems. The CSII system is the most versatile revenue control system designed specifically for valet parking operations. Using bar code tickets, AAA Parking will effectively manage the City of Miami Beach's valet parking operations with this sophisticated and versatile equipment. Traffic flow will be more effectively managed and customers will be properly advised of rates and amount being charged via the CSII's display panel.

The CSII system shall be installed in a portable steel valet parking attendant podium built expressly for valet parking operations. The portability of the system shall enable AAA Parking to rapidly adjust to changes in the venue schedule. AAA Parking's managers will have the necessary control and flexibility to adjust to these demands.

Communication

AAA Parking shall use NEXTEL two-way radio/cell phones for communications between the valet ramp position and the designated parking areas. The NEXTEL system radio/telephones will enable the operation to provide the most efficient service and reduce wait times for customers.

Statement of Proposed Operational Plans

Customer Refunds

AAA Parking shall maintain a 100% customer satisfaction goal. However, in the event a customer is subjected to a wait of more than 15 minutes for the delivery of their car during any standard event, a full refund shall be provided. Location supervisors shall also be empowered to immediately review any customer complaint and refund any dissatisfied customer. Furthermore, customer complaints received by the AAA Parking corporate office shall be reviewed in an expeditious manner and refunds provided along with a written, formal apology letter from the corporate office customer service manager.

Refunds to customers shall be at the expense of AAA Parking and will not be deducted from the guaranteed monthly payment to the City of Miami Beach.

Personnel Regulations And Standards

- All personnel shall present a positive and professional appearance and demeanor when conducting the business of the Facilities.
- All personnel shall maintain good grooming standards.
- All personnel shall wear uniforms that display the name of AAA Parking. Uniforms shall be clean and pressed.
- All personnel shall wear nametags and an official City of Miami Beach photo identification badge.
- All personnel shall be responsible for the neat and orderly upkeep of their workstation or attendant booth.
- All personnel shall be trained in the use of revenue control equipment and proper maintenance of such equipment.
- All personnel shall accurately prepare and submit financial and ticket reports at the conclusion of each shift and submit collected revenues concurrent with such report.
- All personnel shall be able to complete daily cash reports, inspection reports and related management reports (as applicable to individual responsibility levels).
- All personnel shall be trained in customer service.
- All personnel shall be able to effectively converse, read and write in English.
- All personnel shall have the ability to accurately and efficiently solve mathematical equations.
- All personnel shall provide accurate directions and general information to the public.
- All personnel shall be trained in CPR and emergency procedures.
- All personnel shall understand their role as an ambassador of, and partner to the City of Miami Beach.
- All personnel shall have a thorough understanding of City parking policies.
- All personnel shall be familiar with the location, operating hours and parking rates for the City parking facilities.
- All personnel shall be bonded and insured.

Parking Operation Standards

- All personnel shall be professional and courteous in the performance of their duties.
- The Facilities shall be attended as per the event schedule.
- The Facilities shall be sufficiently staffed at all times. In the event of a call off, the Facility supervisor shall provide an immediate replacement.
- All personnel shall be required to participate in monthly staff meetings.
- AAA Parking shall supply the City with a 24-hour contact listing.
- AAA Parking shall respond in writing to complaints received by the City within 24 hours.
- AAA Parking shall supply adequate initial training and on-going training to all personnel to assure the highest quality of service to parking patrons. All personnel shall be properly trained and advised of company and City policies regarding conduct.
- AAA Parking shall supply all personnel with an Employee Handbook and Operation Manual.
- AAA Parking shall perform a background check on all of its employees, including psychological and/or aptitude examination, as part of the hiring screening process. AAA Parking shall conduct further screening at the request of the City.

Training and Performance Evaluation

AAA Parking has the ability to effectively and expediently train personnel to execute their responsibilities in a professional manner. AAA Parking hires only personnel possessing the skills necessary for quality performance. AAA Parking employees must maintain good public relations with clientele and ensure a professional image for the Nashville Downtown Partnership. All training will meet with any directives set forth by the administration.

Management Training

On the first day of employment, management employees attend an orientation program. The Human Resources department covers the following topics:

- Company history
- Review of employee hand-book
- Company performance and opportunities
- Company activities and services
- Benefits
- Ethics

As a continued portion of the new hire orientation a member of the senior management communicates the following guidelines of public relations:

- Appearance, attitude, and conduct
- Rules and regulations
- Communications
- Professionalism

AAA Parking realizes that each property maintains different equipment and procedures. Therefore, it is a necessity to provide a training program that effectively prepares management personnel to execute their responsibilities in a professional manner. The program consists of three days of extensive training in AAA Parking management procedures including the following:

Administrative procedures:

- Staffing
- Disciplinary actions
- Audits
- Payroll
- Inspections

Report preparation:

- Report procedures
- Daily reports
- Accident reports
- Log book
- Incident and lost ticket reports
- Workmen Compensation reports

Property management:

- Introduction to property management authority
- Rules and regulations
- City ordinances regarding parking operations
- Facility familiarization
- Emergency situations
- Question and answer session

In addition to the training, each management trainee will be assigned to work with another member of management for a minimum of five days. At the completion of this training, the supervisory personnel will submit a written evaluation of the trainee to determine if the trainee is capable of being independently assigned.

Hourly Employee Training

Hourly personnel are presented with a similar orientation on the first day. The topics covered by the Human Resources department are:

- Company history
- Company performance and standards
- Review of employee manual
- Appearance, attitude, and conduct
- Communication
- Professionalism
- Rules and regulations

AAA Parking believes that the key to properly training employees is to make each new employee aware of all company procedures as well as property management procedures. In order to accomplish this task it is necessary to devote an entire training session on policies and procedures. This two-day session includes the following subjects:

- Payroll
- Promotions
- Disciplinary actions
- Evaluations
- Safety awareness
- Inspections and audits

One of the most vital functions of a cashier or attendant is accurate reporting. AAA Parking reinforces this duty by our report writing instruction session:

- Daily reports
- Register tape report
- Ticket count
- Lost ticket report

Recruiting

AAA Parking selects and hires those individuals who demonstrate a sincere desire to be in service to others. Recommendations from present personnel, periodic newspaper advertisements, and solicitations from various college campuses constitute our basic recruitment procedure. A prospective employee is processed through three interviews, one each with the Operations Manager and City Manager, on final interview with both managers present. Prospects must pass a basic test designed for simple mathematics and reading, and each must be able to speak fluent English. All references are called with past employment verified; all prospects are subject to a security interview. All new hires are on a thirty-day trial basis where on the job training is administered by a supervisor and an experienced cashier. Specifics of our liability insurance provide for employee fidelity at \$400,000 per employee. AAA Parking receives many compliments on the courtesy, efficiency, and excellent manners of our employees.

Hourly employees are hired and paid according to experience and level of expertise. After one year each individual is eligible for paid holidays and one week of vacation. After three years full medical, dental, and life insurance benefits are available. The policy of AAA Parking is to promote from within; thereby allowing all employees an equal chance for mobility into higher positions with increased pay. It is the practice of AAA Parking to hire, train and promote employees without discrimination because of race, religion, color, political affiliation, physical disability, national origin, sex or age. We have a most diverse group consisting of over 1200 employees.

AAA Parking maintains compliance with all local and state Equal Employment Opportunity laws and regulations.

Transition Plan

Outline of Requirements

Shown below is an outline utilized by AAA Parking upper management when establishing a new property.

I. EMPLOYEES

A. Hiring

1. Place ad/update voicemail message
2. Interviews - new hires
 - a. Background check/application complete
 - b. New hire forms
 - c. All documentation complete
 - d. Uniform measurements
3. Interviews - transfers
 - a. Transfer request/approval
 - b. Payroll code changes
 - c. Uniform measurements

B. Training

1. Training sessions: Group
2. Training sessions: Individual

C. Uniforms

1. Order non-stocked sizes if necessary
2. Distribution
 - a. Pants/shorts
 - b. Shirts
 - c. Name tags
3. Photo ID badges

D. Human Resources/Orientation

1. Employee Packets
 - a. Handbook
 - b. Letter of Welcome
 - c. Time card
 - d. Insurance package
 - e. Uniform deduction forms
2. Input to Payroll System: File Number/Location Number

II. ACCOUNTING

A. Bank Account

1. Open Bank Account
 - a. Memo to Selig Enterprises
 - b. Signature cards
 - c. Order checks
 - d. Order deposit slips
 - e. Order endorsement stamp

B. Set Up G/L System

1. Assign property and bank code
2. Assign payroll number
3. Memo to Selig

C. Tickets and Forms

1. Order tickets
2. Claim forms
3. Evaluation forms
4. Daily and Shift reports

III. EQUIPMENT AND SUPPLIES

A. Operations Manager's Office

1. Desk/chair/file cabinet
2. Bulletin board
3. Chart board
4. Office supplies
5. Log book

B. Business Cards for Operations Manager

C. Telephone & Pager for Operations Manager

D. Cashier Booths

1. Countertop/chair
2. Fee computer/register
3. Receipt paper
4. Miscellaneous office supplies
5. Calculator

E. Service & Maintenance Supplies

1. Jumper box
2. Lock-out kit
3. Custodial Supplies

10-Day Start-Up Plan

Day 1:

- AAA Parking selected as management company.
- Final decisions and negotiations before contracts are signed.
- Review of property to determine supply needs.

Day 2:

- Uniforms, tickets, shift reports, daily reports and other forms ordered.
- All office supplies ordered: desk, chair, file cabinets, etc.
- Formal announcement to current employees of transition.
- Offers to employees for employment with AAA Parking.
- Property safety inspection conducted.
- Management walk-through conducted.

Day 3:

- Interview sessions held for current employees.
- Initial supplies delivered to property.

Day 4:

- Open interview sessions held.
- Monthly account information obtained from owners/previous parking operator.

Day 5:

- Open interview sessions held.
- Monthly accounts administered.

Day 6:

- Payroll requirements initialized in system.

Day 7:

- Orientation and Training for all employees.

Day 8:

- Orientation and Training for all employees.
- Uniforms issued to all employees.

Day 9:

- Final delivery and set-up of supplies and equipment.

Day 10:

- AAA Parking begins operation.